

Attachment VI

DATE: December 9, 1997

FILE REF: 1500

TO: Water Management Team
Water Section Chiefs
Water GMU Team Supervisors

Air and Waste Management Team
Air and Waste Section Chiefs
Air and Waste Regional Team Supervisors

FROM: Susan Sylvester - AD/5 *Susan*
Jay Hochmuth - AD/5 *Jay*

SUBJECT: Filling Plan Review Vacancies and Conducting a CQI Study

Thanks to all of you who provided comments on the 7 options in our 11/13/97 memo and the final proposal in our 11/25/97 memo for addressing the two above-captioned topics. There were many good insights offered that resulted in several additional refinements to the 11/25/97 proposal and verified a consensus course of action¹ has emerged for dealing with these topics.

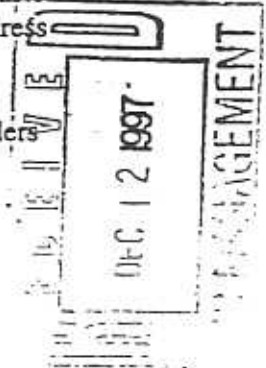
These refinements involve providing more detail on the composition of and operating principles for the stakeholder group, the role of the facilitator, and the role of the DLT in scoping the CQI study design. All these changes are intended to assure that an impartial review occurs of the merits of all perspectives on each of the three study deliverables.

Given this background, we are pleased to advise you that the DLT has endorsed the following approach for filling plan review vacancies and conducting a program specific CQI Study for Drinking Water/Groundwater, Watershed Management, Air Management and Waste Management:

1. Regional Leaders through December 31, 1998 will have the option of filling centralized/decentralized (C/D) vacancies as regional positions or on a C/D basis, with the concurrence of the Water Division or the Air & Waste Division Management Team, as appropriate.
2. A program specific CQI Study for Drinking Water/Ground Water, Watershed Management, Waste Management and Air Management will be conducted from July 1 to December 31, 1998 to address the following three key areas:²
 - a. How will vacancies be filled after 1998, i.e., fill on a C/D basis, provide Regional Leaders with flexibility regarding position location, or fill C/D vacancies as regional positions?
 - b. What can be done to streamline and improve the way plan review is currently done?

¹ One person preferred postponing the start of the CQI study by 1 year, one person preferred extending the study duration to 2 years, 4 people preferred filling all new vacancies as regional positions and 2 people preferred filling all new vacancies on a C/D basis. Further followup with these individuals has confirmed most of them "can live with" the consensus approach detailed in this memo.

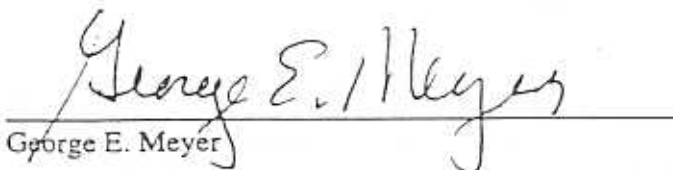
² Pursuit of a fourth key area, i.e. how can plan review best be incorporated with eco-system management, is not being recommended at this time since there are other avenues available for addressing this topic.

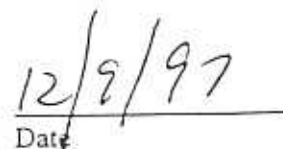


- c. What systems are needed to provide adequate collaboration opportunities for plan reviewers so they can stay current on state-of-the-art issues and can consistently implement program requirements.
3. The CQI study for each program will be conducted by a group consisting of a balanced and broad cross-section of appropriate internal and external stakeholders. The CQI study will be facilitated by an individual who is not an employee of the Division in which the program is located. The facilitator is responsible for assuring that all relevant data is gathered, all available options are assessed, and an appropriate level of documentation is provided for the stakeholder group's deliberations and work products. The group will use the "substantial agreement" model for making decisions. If the group cannot reach "substantial agreement", then majority and minority reports for each such topics will be included in the group's final report, which will be prepared in accordance with the following schedule:
 - a. The management team for each program conducting a CQI study will submit to their division administrator by May 31, 1998 the proposed facilitator and membership roster for their program's stakeholder group.
 - b. These proposals will be discussed at the DLT meeting in June 1998.
 - c. Each program's stakeholder group (as approved by their division administrator) will then prepare the proposed scope of work and related timeline for the CQI study by August 31, 1998 and provide a copy thereof to each DLT member.
 - d. These proposals will be discussed at the DLT meeting in September 1998.
 - e. The stakeholder group's final report will be submitted by December 31, 1998 to each DLT member for consideration at the DLT meeting in January 1999.
4. Regional leaders through December 31, 1998 will have the option of allowing voluntary relocation of existing C/D staff to be stationed in the regional offices, if staff so choose and space conditions allow, with the concurrence of the Water Division or the Air & Waste Division Management Team, as appropriate. The availability of the voluntary relocation option after 12/31/98 will be determined by the CQI study for each program.

Thanks again for all your help in fashioning a consensus solution for these two complicated topics. Please contact either of us if you need additional information or would like to discuss details relating to implementation steps.

APPROVED:


George E. Meyer


Date

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cc: Department Leadership Team